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The Eagle

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command

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Command implements Army safety awareness initiative

Got Risk? CSM Lady explains how to 'Own the Edge'

By Marco Morales
SMDC Public Affairs

Safety awareness is everyone's job. It cuts across all levels of a person's daily surroundings whether it's crossing a busy intersection as a pedestrian in a large city or enjoying an outing like hiking in the woods, or getting to and from work in a privately owned vehicle such as a motorcycle. Safety becomes a key factor for Soldiers, civilian employees, or family members — with regard for each of their roles in life — be it tactical, technical-professional, or supportive.

At U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, safety awareness programs will become more visible in the near future, so much so, the Chief of Staff of the Army Gen. Peter J. Schoomaker stated "...all [Army] leaders will include safety programs and tasks in their evaluation report support forms and counseling sessions."

Schoomaker recently addressed all general officers in the Army via an urgent electronic message, stating that "the Secretary of Defense challenged the Services to reduce accidents by 50 percent by the end of fiscal year 2005. Our target was 101 mishap fatalities, but we actually suffered 302 Soldier deaths due to accidents. These losses represent a significant impact on our combat power, and many could have been prevented with good leadership."

And SMDC/ARSTRAT hasn't been exempt from being part of these Armywide "fatalities and accidents." Command Sgt. Maj. David Lady, SMDC/ARSTRAT command sergeant major, spoke about how our Command will ensure our Soldiers and employees are involved in safety awareness programs.

"In the past year, we've lost one Soldier to a traffic accident, another Soldier to an alcohol-related stunt. It has not affected the mission but it has affected their units, their fellow Soldiers, and their families. And that's what we've got to work to fix," Lady said.

"In general I would say our safety record is good. We're a very small command. The loss of one Soldier — if we're looking at statistics — sends our statistics absolutely haywire," he said. "I don't care about statistics and I don't believe the CG really cares about the statistics as such. What we care about is preserving lives," he said.

"The safety record, given regular deployments of our detachments, the 24/7 missions conducted by our satellite control companies, our theater missile warning

companies, the GMD Brigade and Battalion — in extremely harsh conditions if we look at Fort Greely in the winter — is an excellent one with regard to 'on mission' incidents," Lady said. "And that's attributable to small unit leadership and Soldier common sense.

"What is of concern and marks us as not 'head and shoulders above' other Army units is the off-duty related incidents involving traffic and alcohol consumption. We're not 'better' than other organizations merely because we've had statistically fewer of those incidents," Lady said.

Schoomaker's message further spelled out how leaders in the Army, from top to bottom, will raise safety awareness.

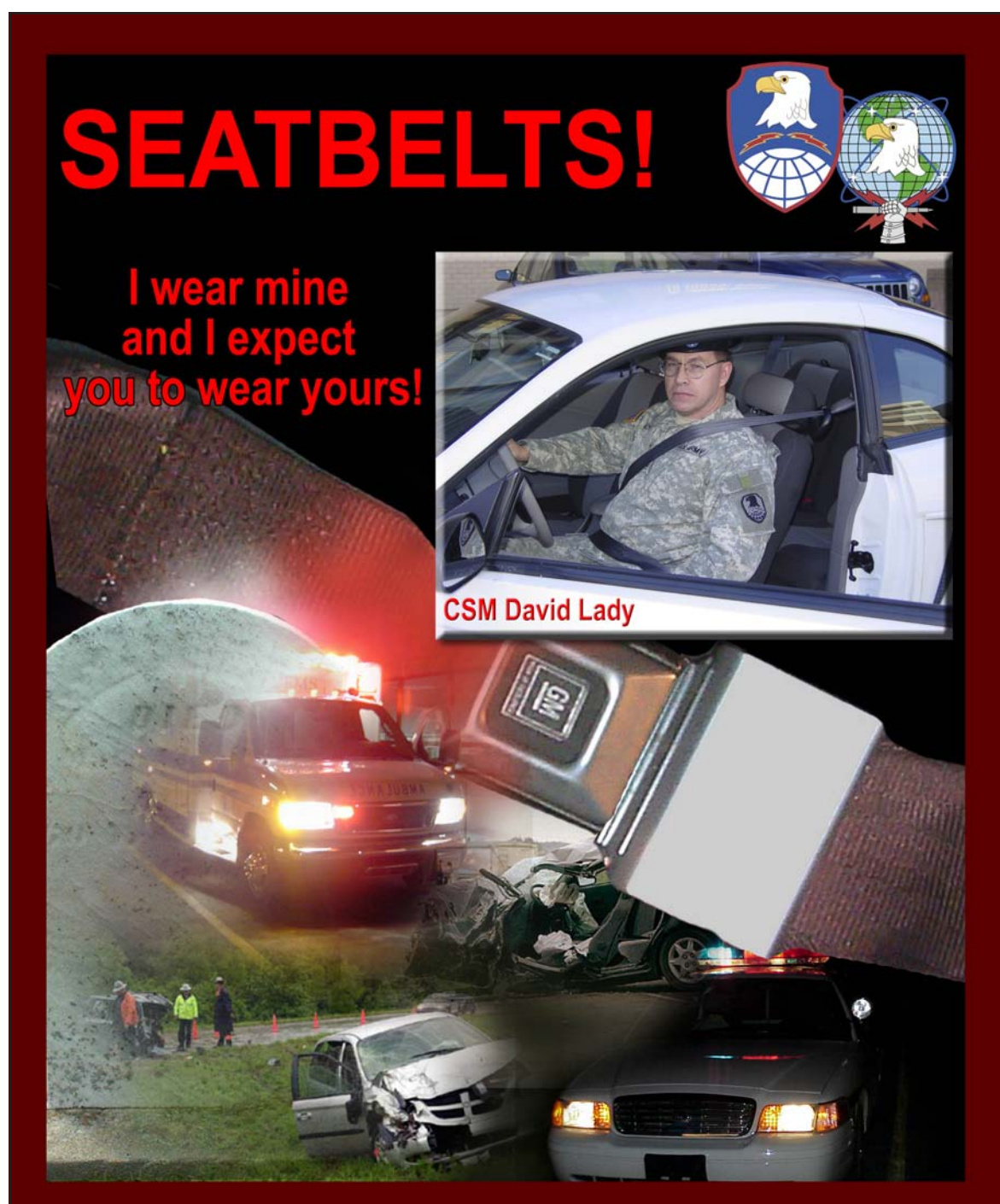
"We can't afford to let this become a 'check the box' requirement. Leaders must determine how their unit and Soldiers 'fit' into programs and campaigns organized and promoted by The Combat Readiness Center. Leaders should take these broad agendas and translate them

into specific tasks and objectives suitable for their unit and mission. This safety accountability focus at the leader level, and counseling to see it placed squarely into all officer and NCO development, is vital to preserving our most precious resource, the Soldier."

Lady complimented Gen. Schoomaker's message on safety awareness in that all senior raters will pass their support forms down two levels in their chain of command.

"The appropriate level leader — first sergeant or company commander in the case of Soldiers assigned to one of our companies or detachments — command sergeants major, battalion or brigade commanders — in the case of more senior Soldiers in leadership positions — must meet with every new Soldier and conduct a formal reception counseling session," he said.

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The Command Corner



Lt. Gen. Larry J. Dodgen
Commanding General



CSM David L. Lady
Command Sergeant Major

Our Army is at war and transforming to meet tomorrow’s challenges. High operational tempo and change are the norm, not the exception. Increased exposure to risks is part of this rapidly changing environment. The Army is deeply committed to preserving and enhancing combat power in support of America’s joint warfighters. Accident avoidance and safety are vital to this commitment. As emphasized by Dr. Francis J. Harvey, Secretary of the Army, and General Peter J. Schoomaker, Chief of Staff of the Army, “Personnel and equipment losses adversely affect the combat readiness of our Army. The loss of even one member of the Army Team — Soldier, civilian, or supporting contractor — is unacceptable.”

In recognition that readiness is a 24/7 concept, the Army has transformed the commonly accepted concept of “safety” to a broader, more holistic view focused on managing ALL risks: those posed by enemy forces, the environment, materiel, and systems. It also recognizes that human error is real, it has an impact, and no one is immune. This concept — Composite Risk Management (CRM) — supplements the narrow focus on safety (i.e. “what you shouldn’t do”) to a consideration of the complete picture of risk.

CRM makes no separation between tactical or nontactical, deployed or nondeployed, and on-duty or off-duty. CRM recognizes that a loss is a loss, no matter where it happens, and every loss degrades our readiness and capabilities. It stresses the importance of managing risk as part of our daily lives. In essence, this holistic view asks, “Based on everything we know, what hazards will we face and how can we most effectively mitigate the risks?” CRM acknowledges activities and circumstances collateral to the primary area of concern are major contributors to accidents and loss of life. An example might be, in addition to ensuring seat belts are fastened and speed limits are observed, the importance of considering the implications of whether a driver took over-the-counter medications and worked a full day before a long drive. These factors may also increase risks.

Risk management is inherently leaders’ business, but it is also the business of Soldiers, civilians, managers, contractors, parents, friends, and co-workers...meaning all of us. Gen. Schoomaker has stressed this with the statement, “Risk management is a 24-hour responsibility, and Soldiers must be held accountable for their actions.” As such, we must continually remind ourselves, “My Soldiers/co-workers and their contributions are invaluable. Regardless of the cause, if we lose one individual the result is the same: the organization suffers. It is my responsibility to know my Soldiers/co-workers and help manage risk.” The same principles apply to our off-duty lives.

You may ask yourself, “What can I do?” In fact, we can individually and collectively do much, including implementing risk management outside the work environment and making risk assessments on a 24/7 basis, not just during “risky” activities. Information is key. Very simply, knowledge is power. The more you know about the total hazards you (and others) face, the more effectively you can help manage the risks. Real power comes from sharing actionable knowledge, managing risk, and operating in such a deliberate manner that you can “Own the Edge,” consciously balancing mission requirements with prudent and responsible actions.

Our joint warfighters do this now by knowledgeably equipping themselves with actionable information on a wide variety of factors, including the route, driving conditions, and weather in addition to the enemy situation, before going out on their assigned missions. An informative pamphlet, entitled “Transforming Safety Processes

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We are warriors and members of an Army at War. This Army has lost too many Soldiers due to accidents and irresponsible acts.

Too many failures to apply and enforce standards and too little discipline are killing Soldiers.

In an effort to refocus safety initiatives, the Army has redesignated the Army Safety Center as the Combat Readiness Center. This is not an advertising gimmick. This is a placing of proper focus on the “why” behind safety for Soldiers and Department of the Army civilians. The goal of all safety initiatives is to bring every Soldier to the battle, ready for battle.

Preparing Soldiers for battle and leading Soldiers into battle is leader business — first-line leader business. Leaders demonstrate and enforce standards of discipline. Leaders are accountable for training their Soldiers. We Soldiers must do extremely risky things regularly; we must not be risk averse, but we must be risk aware. Soldiers must analyze the risk and reduce the risk, but continue with the mission.

The methods of analyzing a training or combat mission for ways to reduce risks prior to execution are methods that are useful to employ for off-duty “missions” as well. If the mission is to drive to the next state for a visit with parents, there are factors of time and distance, weather and route to be considered. There is equipment to be collected and a vehicle to be checked for serviceability. There is a requirement for “crew” rest and health to be considered. All of these factors are part of a person’s risk-assessment.

Teaching Soldiers situational awareness and risk reduction techniques, to be accountable for their acts, and to be self-disciplined is only accomplished by first-line leaders. No matter how many senior leaders indicate concern, no matter how many staff initiatives are begun, no matter how many programs are “stood up,” or “tweaked,” the first-line leader and the peers make all the difference in guiding Soldiers to change behavior and take safety seriously.

I applaud the safety performance objectives of both our brigades and insist that all noncommissioned officers become very familiar with their critical role in implementing these objectives. They focus on creating disciplined, accountable Soldiers who are fully capable of conducting high-risk training that is not reckless training.

Beginning with arrival and integration into the unit, new Soldiers will learn that they are part of a team and that every member of the team is depending on them to execute their duties. They will learn of the standards of the unit and that they are accountable for their actions. They will learn that they must be responsible for their actions and to act professionally at all times.

Training in risk assessment, risk mitigation and in defensive driving will seek to drive home lessons that are pertinent to all situations. Interactive training and directed peer-discussions have proven to be better training than “safety briefings” (which are usually listened to for no more than the first five seconds).

Developmental counseling will include individual risk assessments. High-risk Soldiers will be identified and will receive special training to correct their behavior. Annual officer and noncommissioned officer evaluations will include an evaluation of the individual’s own safety success and success in training safely and in training “safety” to members of their teams.

We are Warriors and members of an Army at War. We cannot be risk-averse. We cannot be reckless. We must build teams of disciplined, responsible Soldiers and lead them to victory.

ON POINT!



Defensive driving course to train Soldiers

By Jorge Flores
SMDC Safety Office

Year after year, Soldiers continue to be injured and killed in privately owned vehicle and Army motorized vehicle accidents. More Soldiers have died behind a wheel in fiscal year 2005 than in each of the previous 14 years. Already in fiscal year 2006, POV and AMV accidents have contributed in 67 percent of Army military accidents. This deadly trend is alarming and must be taken seriously.

The U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command Safety Office is taking the trend seriously and implementing programs to reach all of its Soldiers and ensure that they are aware of the accident hazards involved with POVs and AMVs. Basically these programs ensure that the Soldiers understand and

apply appropriate risk control measures to reduce or eliminate those hazards.

National Safety Council's Defensive Driving Course

This course is designed to teach people how to avoid a collision, improve defensive driving skills and even helps to lower auto insurance rates.

The program is the first national safety council driver training program to be available online. It is based on the content of the National Safety Council's eight-hour, instructor-led course, taken by more than 45 million people.

The goal of the course is to train Soldiers in collision prevention techniques while promoting an attitude of mutual understanding, courtesy and cooperation on the road.

All SMDC/ARSTRAT Soldiers, 26 years and younger,

who operate a POV will take this course. Also, a decision was made by Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT, that all SMDC/ARSTRAT commanders will take the course. The SMDC safety office has purchased 300 user slots for fiscal year 2006.

Army Accident Avoidance Course

This course was established by the Army Installation Management Agency to reduce AMV accidents.

All Soldiers, civilian employees and contractor employees who drive Army-owned or leased vehicles must complete the training when they start working for the Army.

In addition, refresher training must be completed every four years. The course is customized to each person

using a risk assessment of driving behavior and habits. The course is expected to motivate people to improve driving skills.

This course is available through AKO (Army Knowledge Online).

ASMIS POV Risk Assessment Tool

The ASMIS (Army Safety Management Information System) POV risk assessment tool is an automated risk management initiative that leverages known accident hazard information and available technology to provide experience to leaders.

The tool modules are designed to help leaders make practical, informed risk decisions and implement control measures for high risk drivers. The tool can be found at <https://safety.army.mil/asmis1>.

What We Think

The Eagle asks:

What measures to improve safety, or help raise safety awareness, do you take in and around your home or while driving a vehicle?



Maj. David Reid
Chief, S-3 Future
Operations
1st Space Brigade
Colorado Springs, Colo.

Always conduct a 360 degree check around your vehicle before climbing in and motoring on your way, as this mitigates the likelihood of running over structures which may cause damage to your vehicle. This action also reduces likelihood of you hurting pedestrians, especially small children who can be masked by a vehicle's blind spot.



Sandi Askew
Office Automation Asst.
Test Support Division
Reagan Test Site
Kwajalein Atoll

I have installed a light and horn on my bicycle, so that other people can see me and hear me if they are distracted. The last thing I do before I put my bike up for the evening is lock it with a padlock, so that it is secure until the next time I need it.



1st Sgt. Lloyd Wesley
1st Space Company
1st Space Battalion
Peterson Air Force
Base, Colo.

To ensure safety in my POV, the first thing I do is turn off my cell phone. Next, I keep my spouse in the passenger seat, while I do the driving. At home, I just stress 'situational awareness' with my 12-year-old son and my three-year-old daughter to make them aware of things that might hurt them.



Doug Banister
Information Technology
Specialist
Peterson Air Force
Base, Colo.

In the home, I ensure that all doors and windows are locked and anything my three-year-old can get her hands on is stowed away, either out of reach or behind a locked cabinet door. While driving I make sure that I am well rested and I am always on the lookout for that "other guy" who is out there on the road with me.



Connie Hannaford
Training Analyst
G-1, Personnel
Huntsville, Ala.

At my house, we make sure cleaning supplies are out of the reach of little ones, and all of our electrical outlets have safety covers on them. We also have a swimming pool that requires safety measures to be in place. I make sure at least one adult has pool duty when little ones are around, and there is no running or riding toys around the pool area.



Debra Oglesby
Administrative Assistant
Reagan Test Site
Kwajalein Atoll

Every morning, before I go to work, I always make sure that there's nothing obviously wrong with the mechanics of my bike. And since I'm on a bike, I especially have to be in the defensive mode and be aware of my surroundings and pedestrians.

Risk management

continued from page 2

to Improve Combat Readiness and Preserve Combat Power," is available at https://crc.army.mil/crc/CRC_WEB_BROCHURE.pdf.

Our leaders are in the process of incorporating this broader view of risk management into our command programs. Particular emphasis is focused on the areas of defensive driving; implementation of job hazard tools and methodology; conduct of annual safety stand-down days; and, most importantly,

leader involvement in enforcement, and leading by example. Additional guidance will be provided through your chain of command. CRM-related information is also available at <http://www.smdc.army.mil/SAFETY/Safety.html>. We need each and every member of the SMDC/ARSTRAT team to support our Nation's fight.

Moving to another important topic, earlier this month the Department of Defense published the Quadrennial Defense Review (QDR) report. This

comprehensive review charts the way ahead for the next 20 years as the Nation confronts current and future challenges and our military continues its transformation for the 21st century. The current QDR, the third such review since 1997 and the first of which was conducted during a time of war, aims to shift military capabilities to fight terrorism and meet other nontraditional, asymmetric threats, while shaping a defense structure better able to support and speed up this

reorientation. Concurrently, the QDR recognizes the continued need to defend against conventional threats, conduct humanitarian missions at home and abroad, and help U.S. allies and partners develop their own defense capabilities. A broad understanding of the QDR report is fundamental to an appreciation of our own way ahead in support of the U.S. Strategic Command and the Army.

SECURE THE HIGH GROUND!

HELSTF conducts emergency response drills

By Hank Platt
Northrop-Grumman

WHITE SANDS MISSILE RANGE, N.M. — “ALL EMERGENCY RESPONSE PERSONNEL REPORT TO ASSEMBLY AREA IMMEDIATELY.” By the time this dreaded announcement was repeated, emergency response personnel at U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command’s High Energy Laser Systems Test Facility had already departed for the designated area and began to deploy their newly equipped Emergency Response Van. Based on sensor readings of the Atmospheric Monitoring and Detection System, a release of nitrogen trifluoride (NF_3), a highly toxic gas, had occurred at the Tactical High Energy Laser site. Personnel evacuating from the THEL site also reported the possibility of a leak in the hydrogen peroxide (H_2O_2) system. The HELSTF Emergency Response Team quickly implemented its incident command structure to ensure a coordinated response and activated the Emergency Operations Center to support the team.

The still air and bright morning sun seemed incongruous with the events that were about to unfold. But fortunately, nothing would mar this fine morning in the New Mexico desert since the above scenario only served as the backdrop for one of two emergency response drills conducted at HELSTF during 2005. These drills are an important component in HELSTF’s management of risks inherent in handling and storing toxic and flammable gases and fluids associated with chemical laser testing. In operating THEL and the Mid-Infrared Advanced Chemical Laser, the world’s most powerful chemical laser, HELSTF stores and handles fairly significant amounts of these substances. These gases and fluids are stored in pressurized vessels in facilities essentially similar to those found in chemical plants.

The primary component in effectively managing risks posed by such a hazardous work environment is a well-trained and properly equipped contractor work force highly experienced in hazardous operations. These personnel routinely work with potentially hazardous systems and are trained and medically qualified to perform their operations in self-contained breathing apparatus (SCBA). As a result, they form the nucleus of the HELSTF Emergency Response Team whose primary responsibility in an emergency is to isolate systems as quickly as possible to

prevent further release or spillage that may endanger personnel, equipment or the environment.

The team responds in concert with HELSTF Fire Department and together they operate under a unified incident command structure. The capabilities and equipment of the fire department further enhance HELSTF’s ability to manage risk, particularly in terms of personnel rescue and decontamination of personnel and equipment.

During the spill-response drill at the THEL site, the unified command immediately assigned personnel to assume the key positions of safety officer, operations officer, logistics officer, entry team leader, decontamination team leader and liaison officer. The liaison officer took up position at the EOC in the underground Laser Systems Test Center to coordinate onsite and off-site support required by the emergency response team and to provide reporting to regulatory agencies, higher headquarters and WSMR as dictated by the evolving situation. Team leaders assigned their team members and sized their teams according to the anticipated response requirements.

Based on meteorological reports and wind conditions provided by the HELSTF Atmospheric Sciences Group, the unified command determined the safe route of approach and the location of the control zones to be used during entry to the spill area. The fire department command vehicle and the HELSTF Emergency Response Van then deployed to an area a safe distance away from the anticipated hot zone.

Upon arrival, the operations officer established the perimeters for the exclusion zone (hot zone) and determined the size and perimeters of the contamination reduction zone (warm zone) and the support zone (cold zone). Once emergency exit procedures were defined and access control measures were implemented, the unified command commenced with planning the response. The safety officer’s plan identified the personnel protective equipment required to ensure the safety of response personnel in dealing with exposure to NF_3 and H_2O_2 .



Courtesy photo

The HELSTF Emergency Response Van, Fire Department Command Vehicle, fire truck, ambulance, and other support vehicles respond to the Tactical High Energy Laser site.

In the warm zone, the fire department established a three-pond decontamination line with showers to decontaminate personnel upon exit from the hot zone.

After being briefed by the operations officer and entry team leader, the entry team and two back-up personnel were suited up in Level B protective suits and SCBA. Following coordination between the operations officer and the unified command, the entry team entered the THEL site to investigate and report conditions found in the area of the leaks.

Using a site drawing prepared by the debriefed workers, the entry team readily found the source of the H_2O_2 leak. A broken pipe had resulted in a moderately sized spill inside a building; however, the entry team was able to avoid exposure to the spill by isolating a supply valve outside the building. They radioed the information on the spill to the operations officer who relayed it to the liaison officer at the EOC. The team moved on to locate the NF_3 leak which was quickly identified by a loud hissing sound caused by a loose fitting. The team located the isolation valve shown on the site map and closed it to stop the supply of gas. After relaying the information to the operations officer, the team announced their intention to exit the area. The decontamination team was in position on the decontamination line ready to receive the exiting team. Upon entering the line, gross cleaning of the team members and their equipment with a cleaning solution and scrubbing with brushes commenced in the first pond.

In the second pond, the team was showered using a portable ring shower to remove the cleaning agent and any remaining contaminants.

The team underwent a final rinse in the third pond and this cleaning was followed by removal of their protective clothing which was immediately bagged for disposal. As a final step, the SCBA was removed and the team exited the decontamination line.

After debriefing the entry team to determine whether additional clean-up of the spill areas required call-out of the WSMR HazMat team, all equipment was collected and stowed in the Emergency Response Van and the fire department support vehicles.

Two weeks after the response drill, all participants met to discuss the lessons learned during the drill. The deficiencies identified during these drills form the basis for the ongoing training of HELSTF’s emergency response team. Conducting this drill twice each year builds confidence in the ability of the team to protect the HELSTF community and the valuable infrastructure of the nation’s premier laser test facility.



Courtesy Photo

Portable shower equipment is used to rinse off the cleaning solution and any residual contaminants. Collapsible, portable ponds are used to contain the contaminated water for subsequent disposal.

Meanwhile, the operations officer and entry team leader debriefed workers who had knowledge of the leaks to determine their exact location and optimum approach routes. They carefully reviewed system drawings to determine potential isolation points and the hazards associated with locating the proper valves to isolate the supply of NF_3 and H_2O_2 .

SMDC/ARSTRAT Soldiers endeavor to ‘Own the Edge’

By Ed White
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — To be a Soldier is to be part of a lifestyle that is inherently dangerous. It does not matter whether you are dodging from cover to cover while in pursuit of al Qaeda in Afghanistan, riding down IED littered streets in Fallujah, repairing elements of a 52-foot antenna or driving to a weekend drill. Accidents can still happen. Planned attacks continue to take place. Personal safety and the safety of our Soldiers and civilians in the force need to be looked at in a totally different light.

This philosophy is called “Owning the Edge” and it has many manifestations. What it means is that training for Soldiers needs to be as realistic as possible in order to give our force the skill set to engage an enemy under any circumstances. Many aspects of Soldier training are risky and all risks need to be alleviated.

This concept has been defined by the Army as Composite Risk Management. It enables every Soldier to “Own the Edge” no matter where they are in the fight. CRM teaches Soldiers how to think, not what to think and challenges them to be smart about managing risk. This concept puts individual Soldiers and leaders in control of how far on the edge they can operate.

“We need to be risk smart, not risk averse,” said Col. Kurt Story, commander, U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command’s 1st Space Brigade.

The brigade’s three battalions each have a unique mission that sends their Soldiers in harm’s way. The 53rd Signal Battalion (SATCON) provides 24/7 worldwide satellite communications in support of Department of Defense and other government agencies. The battalion’s remote sites in Germany and Japan require the Soldiers to accomplish a Force Protection mission as well as their regular support mission.

The 1st Space Battalion and the 193rd Space Battalion provide assured space support to the warfighter both in theater and from remote locations in Germany, Qatar and Korea. This support includes satellite imagery, space weather and early missile warning. Elements of these battalions have been involved in OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM since 2002. They have maintained a constant presence in Iraq since the city of Baghdad fell in 2003.

“Since 9/11, this brigade has suffered three casualties and the program we have adopted addresses them all,” Story said. “There was a civilian and a Soldier wounded in an insurgent rocket attack on their Baghdad hotel. A JTAGS Soldier, recently returned from Qatar on mid tour leave, died in an accident while he was home on leave. With our program, the goal is to keep accidental deaths at zero in the future.”

The 1st Space Brigade has adopted a five phase program for safety and risk mitigation for its Soldiers. In phase one, “Reception and Integration,” a new Soldier is identified as coming to the unit and is assigned a sponsor. The sponsor will be someone in a similar situation as the newcomer, married, single, similar or the same rank, and similar in age. The sponsor can relate to the new person and help them settle in quickly and effectively. A welcome letter

from the chain of command is also sent to the newcomer and it reminds that person about risk mitigation while traveling to the new duty station. The sponsor will greet the new Soldier and his family within 24 hours of his arrival to the unit. The newcomer will receive a briefing about the command, the commander’s philosophy and the concept of “Owning the Edge” is one of the primary points of this briefing. This is where the attitude for safety accountability begins to be instilled in the newcomer. Some safety courses are available to the newcomer as well. They include the Guardian Angel Program, Motorcycle Mentorship Program and a Defensive Driving Course

In Phase two, “Prepare for Combat — Own the Edge,” the newcomer is integrated into the unit’s training schedule and is provided tough, realistic training that is warrior focused and

“A lot of Soldiers, especially those returning from the war have a particular sense of invulnerability,”

**— Command Sgt. Maj. Kevin McGovern
1st Space Brigade**

essential to success on the modern battlefield. This training instills the concept that the unit is not risk averse, but risk smart in all its training modes. This time, the Soldier’s family is integrated and offered support through the unit’s Family Readiness Group.

Phase three, “Deploy to Combat,” prepares the Soldier and his or her family for a deployment, emphasizing risk assessment and mitigation and family support while the Soldier is gone.

In Phase four, “Redeployment and Reintegration,” the Soldier is welcomed back and aided in safely and easily rejoining his or her family. Leaders address family reunion issues, health risks and suicide prevention at this time. They also address how to recognize and mitigate the “Sense of Invincibility” that comes back with some Soldiers. This phase is one in which the Soldier is helped by the unit to rejoin the community and to do it smoothly, efficiently and effectively.

In Phase five, “Safety Sustainment and Owning the Edge,” the Soldier becomes responsible for maintaining safety awareness in all that he does. This phase actually runs through all the phases in that in this phase the Soldier lives by the Soldier’s Creed and the Warrior Ethos.

The program is unique because the brigade has such diverse elements. The 1st Space Battalion has a constant presence in Iraq and the Southwest Asian Theater. The 193rd Space Battalion is a reserve component and has a similar presence in the fight in OPERATION IRAQI FREEDOM and also has a different set of safety challenges. Finally, the 53rd Signal Battalion (SATCON) has its own set of unique challenges due to the nature of its mission and the equipment it operates.

“In the 1st Space Battalion, safety is a watchword. We have people deployed in harm’s way and our safety concerns for

them range from the proper weapons training, in case they find themselves in a situation, all the way to hydration and mental health,” said Lt. Col. Lee Gizzi, 1st Space Battalion commander. “We owe our Soldiers the best training we can give them prior to deployment so they can survive any situation they may come against. We also owe it to them to ensure that they make safety a part of their lifestyle, including safety around off time as well. Things like drinking and driving everyone knows about, but it is important to remind our Soldiers about it over holidays. We want our Soldiers to look out for each other and themselves. We want them to clearly assess and make smart decisions about the risks involved in any activity or event. We want them to do this all day, every day as a matter of course. That is what we are striving for,” said Gizzi.

The 1st Space Battalion’s plan reflects the brigade’s plan to support its Soldiers from the time they learn a person is assigned to the battalion until they leave the unit. This program constantly emphasizes the safety aspects of both on and off duty activities.

“A lot of Soldiers, especially those returning from the war have a particular sense of invulnerability,” said Command Sgt. Maj. Kevin McGovern. “It comes from the heightened sixth sense that is developed during a tour of duty in a wartime environment.”

As the Soldier is reintegrated back into his or her family, and comes back to a safe environment with a normal routine, the sense of awareness tends to fade while the attitude of invincibility may remain. The battalion’s program includes regular briefings and discussions by the leadership about both on and off duty risk mitigation.

“We get constant reports on individual accidents and trends perceived by the Combat Readiness Center,” McGovern said. “The first sergeants will read these off in formation and then personalize the information to the troops. For instance, if there is a report on a motorcycle accident, they will ask who is about the same age as the Soldier in the report. They will ask who rides motorcycles and discuss what could have been done to prevent the accident.”

The “Sense of Invincibility” phenomenon is not just limited to the Soldiers coming back from a war zone deployment. It can also be present in those who routinely handle dangerous situations successfully. The program of the 193rd Space Battalion is unique because the Citizen-Soldiers in the unit regularly travel long distances for drills after working a full week in their civilian jobs.

“We must keep this in the forefront of the minds of our leaders and Soldiers,” said Lt. Col. Scot Cuthbertson, 193rd Space Battalion commander. “Our constant effort is to ensure that we do everything we can to instill the safety mindset and to ensure we mitigate risk for these Soldiers.”

To this end, every Soldier is required to complete the National Highway Transportation and Safety Administration’s online driver safety program within the first six months of assignment to the unit. Leaders are held accountable for this training and it is tracked all the way to the headquarters of the National Guard Bureau.

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Safety Campaign strives to 'Own the Edge'

By Ann Erickson
Army News Service

FORT RUCKER, Ala. — The Army Combat Readiness Center's safety campaign "Own the Edge" is in full swing.

Since the CRC campaign's start in October, it has been educating Soldiers on how to better manage risk to safely accomplish their combat or training missions and off-duty activities.

It is part of the Composite Risk Management program to highlight the critical importance of safety consciousness for Soldiers, said CRC officials. The goal of the campaign is to improve combat readiness of the individual Soldier, whereby preserving total combat power across the Army's formations.



James Coleman, CRC command information manager, said his organization is moving forward fast and furious because a Soldier dies from an accident every 32 hours.

"We want Soldiers to acknowledge CRM in everything they do," he said.

CRM is designed to help teach Soldiers how to think and not what to think, Coleman said.

The "Own the Edge" campaign consists of a two-part strategy. One is audience-

specific, targeting three separate groups: senior leaders, middle leaders and junior leaders/Soldiers, each emphasizing the impact and importance of their actions.

The other strategy is knowledge-based: emphasizing CRC tools and programs to support and improve the commander's CRM program.

As the CRC continues to serve as a knowledge center for loss across the Army and study deaths to determine root causes, CRC officials said the following trends emerge: Junior leaders are the ones making decisions "where the rubber meets the road" that determine safe execution or unnecessary loss.

And failure to apply and enforce the most basic standards and indiscipline is

killing Soldiers.

The measurement tool for how the campaign is doing can be seen in the number of Soldier fatalities, Coleman said. CRC develops and disseminates weekly "Got Risk?" posters summarizing the preliminary loss reports for the previous week.

"We are aggressively working to stop the fatality arrow and move it in the other direction," Coleman said.

CRC is using various methods to get the message out about this campaign. Hard-hitting video clips depict high-risk activities, for instance, and celebrities have been filmed providing safety messages.

More information about the safety campaign can be found at <https://crc.army.mil>.

Charlie Company focuses on safety tactics

Capt. Marcus White
Unit Reporter

LANDSTUHL, Germany — One of the saddest tales that can ever be told is the account of the young, capable Soldier who fights bravely and honorably for freedom and all that is great, but then returns to the home front only to find his or herself a victim of a preventable accident. It is a tear-jerking story that should make every leader of character who is charged with the safety and welfare of a Soldier toss and turn at night. Only those leaders who have ensured their Soldiers have been properly educated and briefed about the dangers that face them on and off duty based on an accurate risk assessment deserve to sleep soundly.

The leaders of Charlie Company, 53rd Signal Battalion (SATCON), like to believe they are such leaders. As a unit, Charlie Company generally uses a two-pronged attack with respect to safety: privately owned vehicle and electrical.

During the third and fourth quarters of fiscal year 2004, Charlie Company led the 1st Space Brigade in POV accidents with six—three of which were rollovers. The unit's safety personnel became actively engaged in determining the causes and solutions to this obvious and real threat to Soldier safety.

As a result, the unit issued a number of safety initiatives designed to prevent such a terrible situation from ever occurring again. The first of these initiatives was an additional check added to the unit's POV inspection checklist. The supervisor became responsible for checking the speed rating on his Soldiers' vehicles and ensuring the Soldiers understood what that speed rating meant and how it impacted their ability to drive at certain speeds and under certain conditions.

The second initiative was a revamp of the safety classes given to Soldiers during the unit's monthly command information call. Rather than brief a set of slides that had been handed down from past briefers, the Soldier giving the class was encouraged by the unit's leadership to be creative and original in his presentation.

The company also began to utilize the Soldiers within the unit who have proven to be both mechanically and safety minded

to instruct the unit on what they need in order to remain safe on the German roads. The CI classes also became a forum for ideas and a chance for seniors to share advice and experience with juniors.

The safety personnel even went out and found winter and summer driving safety videos to reinforce the lessons being taught during the classes. The "so what" being that Charlie Company has gone from leading in POV accidents last year to having only one this year.

As a job hazard, Charlie Company must also focus on electrical safety. The operations floor is full of equipment with resistors and capacitors that Soldiers must troubleshoot and perform preventive maintenance on. There is also the elevated equipment room.

While there have been no electrical safety incidents in Charlie Company's recent history, the consequences of such an incident warrants great attention from the unit's leadership.

Therefore, as with the POV safety, the unit integrated electrical safety classes into the CI call forum with the same innovative approach. The battalion was able to help the unit immensely by procuring numerous grounding straps for the unit and a brand new defibrillator in case all of the unit's safety efforts did fail.

While POV and electrical safety are the primary focus for the unit, numerous other safety topics are discussed and taught. Some of these subjects include hazardous material, proper lifting techniques, physical fitness training safety and fire safety. The unit also remains vigilant by being proactive.



Photo by Spc. Joshua Plyler

Staff Sgt. Darren Haynes tests one of the workstations just added to Charlie Company, 53rd Signal Battalion (SATCON)'s, operations floor as part of the ODOCS upgrade as two members of the install team look on.

At least once a year, the commander arranges for a representative from the Army Center for Substance Abuse to come out to the unit and perform a Unit Risk Inventory. The URI is designed to screen for high-risk behaviors and attitudes among Soldiers that could compromise unit readiness.

The inventory asks questions related to alcohol and drug use issues and other risk factors linked to substance abuse, such as driving while intoxicated, domestic violence, suicide, crime, personal and unit relationships, perception of the Army environment, and financial problems. It then takes the results and compares the unit to the corresponding installation and the entire Army Risk Reduction Program to give the commander an idea of where potential problems are and areas of focus should be.

The war on preventable accidents is a war the Army cannot afford to lose. Preventable accidents degrade not only unit effectiveness but taps the Army of its most precious resource, the people. Leaders need to be proactive and exhibit the character the Army expects and the Soldier depends upon, but most of all, they must be safe.

Safety comes first in Echo Company

By 1st Lt. Jason Shin
Unit Reporter

FORT BUCKNER, OKINAWA, Japan — Echo Company Soldiers always have safety in mind. Though there are many systems in place to ensure a safe work environment, the most important factor is that safety programs are implemented, enforced and the importance emphasized by all Soldiers in the unit.

An important part of Echo Company's safety program that is specific to Okinawa is water safety and preventing heat injuries.

Every week, all Soldiers receive the "Weekend Dive Report" that identifies danger zones and expected conditions for various dive sites and useful tips that focus on safety in water sports.

The current sea conditions are also available on American Forces Network or via an automated answering machine. Service members are prohibited from entering the water when the sea condition is red.

Echo Company also conducts drown-proofing classes. Due to the tropical location of Okinawa, the heat category is posted and all Soldiers receive a class on preventing heat injuries. They also receive cardio pulmonary resuscitation training. (All Soldiers must be CPR certified by the American Red Cross.)

To ensure vehicular safety, privately

owned vehicle inspections are performed monthly by the leadership and safety briefings are conducted before all holidays and weekends.

Additionally, defensive driving classes are taught during monthly command information calls, and all Soldiers are informed that they can always call for a ride when they have been drinking. The result is that Echo Company has not had an injury due to a traffic accident or a driving-under-the-influence incident in more than three years.

Safety is always the focus whether Soldiers are working shift or on leave in the states. In the workplace, the safety noncommissioned officer ensures the safety board is fully equipped and quickly identifies and corrects any hazards. Automatic electronic defibrillators and combat lifesaver bags are easily accessible to all Soldiers at all times.

Before a Soldier's leave is approved, they must conduct an individual risk assessment that is reviewed by the



Photo by Sgt. Daniel Cox

1st Lt. Jason Shin performs monthly vehicle inspections as part of Echo Company, 53rd Signal Battalion (SATCON)'s safety program.

commander. It is an opportunity for the leadership to identify any potential risks and ensure that measures are put in place before the Soldier goes on leave.

These are just a few examples of Echo Company's safety program. The program is much more than just paperwork and compliance. The best part of the program is its ability to constantly improve by identifying new risks, implementing suggestions by Soldiers and leader emphasis.

Through training, inspections, risk assessments

Bravo Company stresses importance of safety

By Bravo Company
53rd Signal Battalion
(SATCON)

FORT MEADE, Md. — Safety is everywhere at Bravo Company, but 1st Lt. Matthew Kisner, Sgt. Mary Kiser and Sgt. Zachary Strausser are the subject matter experts when it comes to safety at Bravo Company, 53rd Signal Battalion (SATCON).

Their mission is to bring safety to the forefront of every Soldier's mind and ensure everyone in the company has a safe working environment. To that end, they maintain a Safety Program that includes training, inspections and risk assessments.

In order to be a safety officer with Bravo Company, a Soldier must attend a 40-hour block of instruction from the Safety Office on Fort Meade. Once the class is completed, additional duty orders are signed by the company commander, which makes it official.

Once it is official, the safety officer must do an initial walkthrough of the entire building, ensuring no safety hazards are present. Afterward, a report of their findings and their plan to fix them must be submitted to the company executive officer. If the new safety officer does not find any deficiencies, a plan must be submitted on how they will conduct their safety program.

Bravo Company takes safety seriously; that is why safety officers are chosen by the command team.

During every monthly command information call, Capt. Jermaine Sutton, Bravo Company commander, talks about safety and how important it is to do risk assessments, whether it is a formal risk assessment or just a review of the activities in the Soldier's head.

"We must be prepared for the worst and hope for the best," said Sutton. In addition to Sutton's discussions, periodic training classes are given, which include water and boat safety, winter driving safety, and various everyday activities that pose hazards. Classes maintain awareness of issues pertaining to the weather conditions or training situations at hand.

Monthly walkthroughs identify hazards within the buildings of Bravo Company. A safety board is accessible in the work area, providing quick access to the Personal Protective Equipment necessary to protect

against bodily injury, such as gloves, face masks and hearing protection. Inspections ensure PPE items, such as eye wash stations and fire extinguishers, are in good working condition in the event they are needed.

"I'm proud of our safety program because it is very thorough and comprehensive," said Strausser, an alternate safety noncommissioned officer.

When it comes to ranges and missions, safety is a large concern for the unit. Assessing and managing risks through the risk management system helps ensure mission

success while reducing hazards to personnel and equipment.

The Bravo Company safety officers play a role in the installation of the new equipment in the Defense Satellite Communications System Operations Centers. Exposed wiring, heavy lifting, and slip, trip and fall hazards all need to be managed to keep personnel safe during the installation project. With all the excitement, extra personnel on site and normal operations going on, safety cannot be pushed to the wayside. Safety is everyone's responsibility.



Photo by Staff Sgt. Christopher Solo

1st Lt. Matthew Kisner, Bravo Company, 53rd Signal Battalion (SATCON), checks the fire extinguishers every month to ensure they are serviceable.

World War II Howitzer rounds found on Carlson are d

By Mike Moore
USAKA Safety Officer

On Sept. 15 and 16 the Explosive Ordnance Disposal team from Kwajalein helped make the island of Carlson a safer place for fishermen.

In August 2005, Carlson Island elders contacted the U.S. Army Kwajalein Atoll Host Nations Office with a request to have USAKA and Kwajalein Range Services EOD come to their island to look at a “torpedo.” The islanders were concerned about their safety, and the location allowed access to island children swimming in the lagoon waters.

The team arrived on Aug. 10, coordinated with island elders and was shown a shallow reef site on the lagoon side.

The team walked out onto the reef and retrieved the unexploded ordnance — a “torpedo” that became four 4.5 inch barrage rockets and a rocket warhead.

These naval weapons were used in the WWII bombardment of Kwajalein during OPERATION FLINTLOCK. OPERATION FLINTLOCK began Jan. 31, 1944. During the first two days, more than 2,000 tons of ordnance was dropped or fired from Navy aircraft, ships and Army artillery positioned on Carlson Island for the invasion of Kwajalein Island. Carlson Island had the largest U.S. occupation force and was used as a fire support base for the Kwajalein attack.

The rockets and warhead were safely transported off island for disposal. The team was then taken to an off-shore “fishing ground” used by the Carlson Islanders and was shown unexploded ordnance lying on a shallow reef.

According to Travis McDiffett, unexploded ordnance technician, the team was transported to the reef by the *Manassas*, a landing craft, then

traveled by Zodiacs, ridged inflatable boats, to the site where the rounds were found.

Upon investigation, 36 155-mm Howitzer rounds were discovered resting on the reef bottom.

It was suspected that a Navy landing craft may have gotten “stuck” on the reef and dumped the rounds overboard to extricate themselves. The rounds were unfired and still had their shipping plugs screwed into the fuse wells. Some of the 155-mm rounds were in clean shape while others were encrusted with coral growth. The average weight of each UXO was 100 pounds.

The team knew removing this UXO from the reef would be challenging, and a plan had to be developed. Using the U.S. Army Field Manual (FM) 100-14, Risk Management, and civilian contractor job hazard analyses, known and potential risks were identified culminating in a course of action. METT-T was also used:

Mission: Safely retrieve, transport, and destroy Carlson Island UXO.

Enemy: Weather, tides, heavy lifting, dehydration, explosives.

Terrain: Shallow reef with tidal currents.

Troops: KRS and USAKA support personnel.

Time Available: Per Reagan Test Site (RTS) range schedule and mission dictated.

Personnel, equipment and marine vessels became available for use in September. Favorable tides and weather conditions set Sept. 15 and 16 dates for mission accomplishment.

During the recovery phase, rope “bridles” tied around the UXO were used along with a two-man lift to transfer the rounds from the reef bottom into a Zodiac boat. Much of the UXO had coral growth; non-slip gloves provided grip and hand

protection. The UXO was stored on sandbags to prevent movement during transport from the Zodiacs to the landing craft that waited off the reef shelf in deeper water.

All UXO was safely off-loaded onto an EOD truck which was pre-positioned on board the *Manassas*. Upon completion, the *Manassas* departed Carlson Island for Illegini Island where the approved UXO demolition site is located. The total Marine Department assets used were two Zodiacs, one landing craft, and one search and rescue boat. Vessel transit to Illegini was three hours; the team remained overnight for rest and preparation for the next day’s demolition operation.

On Illegini, an island sweep was made to ensure no one was in the danger area prior to the demolition; the search and rescue boat performed an off-shore check to keep vessels away; pre-demolition announcements were made one week in advance in *The Kwajalein Hourglass* (USAKA’s newspaper); TV roller safety announcements to the Kwajalein community were displayed in English and Marshallese; telephone and radio notifications were made to the Kwajalein Harbor Control, Small Boat Marina, Base Operations, and the Kwajalein Airfield for marine and airspace safety; and fire fighting equipment and first-aid kits were on hand at



View of Illeginni Island as a second shot of high explosive disposal team.

Illegini Island for KRS EOD/ USAKA Safety use.

Three separate “shots” were completed destroying all 36 155-mm Howitzer rounds. This was a safety success with no injuries and no property or equipment loss. This mission

took two months and involved shore assets, and a number of USAKA assets include local Marshall Islanders. The safety of the team from this event



An island guide leads the team to a shallow water location off Carlson Island.



Steve Fuchs, Mike Moore and Travis McDiffett try to dislodge howitzer rounds from the water. Most of the rounds were encrusted in the reef and had to be pried out.



UXO is stored on sandbags to prevent movement during transport to the landing craft.



UXO is prepared to be destroyed. The average weight of each UXO was about 100 pounds.

Destroyed in explosive operations on Illeginni Island



Photos courtesy of EOD

ives is fired to destroy the Howitzer rounds recovered by the Kwajalein Explosive Ordnance

months to complete, pre- and sea-based included a mixture and KRS personnel to l Republic of the ands workers. y lessons learned vent were many:

- Use FM 100-14; it works and applies to a wide range of Army operations;
- Accept analyzed risk and apply the Course of Action;
- Synergy is created when safety professionals work together with those “in the field;”
- Visit your Soldiers and employees. See where the hazards are;
- Safety is nonnegotiable — on and off duty.



The team ties rope “bridles” around the UXO for a two-man assisted lift into Zodiac boats.



The crew of this search and rescue boat prepares to perform off-shore checks to keep vessels away.



UXO is loaded and placed onto EOD trucks for the final trip to the demolition site on Illegini Island.

D Company prepares for biannual safety training

By Capt. Ryan R. Renken
Unit Reporter

CAMP ROBERTS, Calif. — In the fall, the Delta Diablos of the 53rd Signal Battalion (SATCON) conducted a Safety Week, which is part of their biannual safety program.

The idea behind Safety Week was to train the Soldiers on realistic emergencies that might arise and check their readiness. “The whole week prior, we had briefed all the Soldiers to remember that the company was going to be conducting a Safety Week,” the Delta Company commander, Capt. Conway Lin, remarked. “We told them something was going to happen. We just did not tell them when.”

Sgt. David Engelhardt, Delta Company’s safety noncommissioned officer, planned four safety-related scenarios: earthquake, heart attack, electrocution and fire.

“With some of the scenarios, the company safety standard operating procedures laid out

step-by-step instructions for the Soldiers to follow,” Engelhardt remarked. “With some of the scenarios, like the electrocution one, the Soldiers had to think for themselves on what steps they needed to take.”

After each squad had been tested by Engelhardt, they were evaluated by the company commander and first sergeant, who were pleased with the performance of their Soldiers.

“We did a great job. However, I know we can do better,” Lin remarked. “Since this is biannual training, our February Safety Week addressed recognizing an emergency better.”

All of the squads had trouble catching on that they were being assessed and tested with the first scenario. After the first scenario, all of the squads understood what was happening and performed superbly.”

“We validated our safety SOP and the training we had been giving our Soldiers,” Sgt. 1st Class Alfredo Martinez stated.



Photo by Capt. Ryan R. Renken

Spc. David Barnett, right, observes Sgt. David Engelhardt demonstrating the proper use of the safety hook on Spc. William Wilson, a suspected electrocution victim, during Delta Company, 53rd Signal Battalion (SATCON)’s safety training.

February’s training will encompass some of the old scenarios and some new ones.

“People do not realize that the temperatures here at Camp Roberts, Calif., can get

below freezing in the mornings during the winter months. We will be including some cold weather-related safety scenarios for the Soldiers to overcome,” Lin stated.

Got Risk?

Continued from page 1

Lady says there is a need to educate the Soldier and civilian employee on the standards of the unit or organization. This is most effectively done on a one-on-one basis. “The thrust of General Dodgen’s initiative on ‘owning the edge’ and making safety a more obvious part of our Soldiers’ reception and integration into the Command is to emphasize the high standards of the organization and the Soldier’s responsibility for his or herself, the mission, and their buddies,” Lady said.

“We are convinced that enforcement of safety standards begins with the leaders demonstrating and enforcing discipline. The only way that we can convey the critical nature of preserving your own life, your partner’s life, and accomplishing the mission, is to come face to face with everyone – emphasize from the beginning,” Lady said, adding, “This is not an additional program that we add to being a Soldier, this is fundamental to being a Soldier. Enforcing of safety standards while accomplishing missions is based on discipline, leader responsibility and good, self-and-mission awareness.”

Patricia Vittitow, SMDC/ARSTRAT safety director, said our Command has developed the following performance objectives based on the CSA’s message to the Army.

- Reception and integration of Soldiers into the Command
 - Conducted face to face by commanders and command sergeants major
 - Leaders clearly outline Soldier expectations, individual responsibilities and conduct initial counseling
 - Reinforced by first line supervisors
- Total leader involvement, buy-in, accountability at all echelons
 - Incorporate safety comments into all leader counseling sessions to include OER/NCOER counseling
 - Hold leaders accountable to the lowest level for Soldiers’ performance on

and off duty

- Take safety outside the work environment
- Conduct individual Soldier safety assessments on a 24/7 basis
- Emphasize safety with family readiness groups; incorporate safety into family events
- Empower Soldiers to raise the red flag on perceived safety problems
- Recognize Soldiers who step up and identify problems
- Build on basic Soldiers and leader responsibilities through professional development and safety specific training
- Pre-deployment training and post deployment reintegration
 - Train and exercise leaders to assess and mitigate risk
 - Develop specific tools/programs to expose and prepare Soldiers for risk
 - Tailor safety training to specific risk factors based on mission and specific geographical region
 - Reinforce basic Soldier and leader responsibilities

“I think risk assessment and risk reduction are also an important part of the safety awareness program,” Lady said. “While we, as Soldiers, are asked to do an enormous amount of very risky things, every Soldier and every leader has a responsibility of looking at the mission, analyzing the risk and danger, reducing the risk and danger, as much as reasonable, and then going ahead to accomplish the mission,” he said.

“We’re about ‘mission accomplishment,’” Lady said. “We go into hostile zones and deadly situations but we go in with the idea that we’re going to accomplish the mission and preserve as much American life as possible. And that requires awareness, analysis, mitigation, but then action — we don’t become risk-converse. We accomplish the mission but reduce the risk to preserve combat power and we move out smartly.”

The U.S. Army Combat Readiness Center has developed an awareness

campaign that basically states, “Got Risk? Own the Edge...” as it applies to composite risk management.

To best understand the Safety Awareness Program’s definition of terms on risk management in the Army, below are safety awareness terms from the CRC’s public Web site at <https://crc.army.mil>:

- **Risk Management** - The process of identifying and controlling hazards to protect the force.
- **Control** - Action taken to eliminate hazards or reduce their risk.
- **Hazard** - Any real or potential condition that can cause injury, illness, death of personnel, damage to or loss of equipment or property, or mission degradation.
- **Risk** - Chance of hazard or bad consequences; exposure to chance of injury or loss. Risk level is expressed in terms of hazard probability and severity.
- **Exposure** - The frequency and length of time subjected to a hazard.
- **Probability** - The likelihood that an event will occur.
- **Severity** - The expected consequence of an event in terms of degree of injury, property damage, or other mission impairing factors (loss of combat power, adverse publicity, etc.) that should occur.
- **Risk Assessment** - The identification and assessment of hazards (first two steps of the risk-management process).
- **Residual Risk** - The anticipated level of risk remaining after controls have been identified and selected for hazards that may result in loss of combat power.
- **Risk Decision** - The decision to accept or not accept the risk(s) associated with an action; made by the commander, leader, manager, or individual responsible for performing that action.

Soldiers and civilian employees may learn more about what SMDC/ARSTRAT is doing to “Own the Edge” on safety at: <http://www.smdc.army.mil/SAFETY/Safety.html>

Alpha Company continually stresses safety

By Sgt. Christopher Wright
Unit Reporter

FORT DETRICK, Md. — Safety is a top priority for Alpha Company, 53rd Signal Battalion (SATCON). Part of the unit's safety program is ensuring that Alpha Company is in compliance with the Battalion's training guidance, as well as the U.S. Army Combat Readiness Center, whose primary focus is preventing Soldier losses.

As the unit's safety noncommissioned officer, Sgt. Clayton Tuttle has worked to ensure that Alpha Company instructs and enforces safety throughout the year.

Once a month, the company gathers as a whole and focuses on different safety related topics. These areas cover a wide range of topics including first aid, safe winter driving, hot and cold weather injuries, water safety, electrical safety, and privately owned vehicle safety.

Although there is usually a yearly requirement to provide the training, Alpha Company instructs the majority of the safety topics on a quarterly basis. "Given our mission and the high-powered equipment we work with on a daily basis, we cannot emphasize safety enough, both prevention and treatment," says Tuttle.

When a Soldier first arrives at Alpha Company, part of his in-processing checklist involves receiving safety familiarization training. A Soldier is not allowed to start working on the operations floor until receiving this instruction from Tuttle.



Photos by 1st Lt. Patrick Smith

Pfc. Michael Jufer prepares to perform mouth-to-mouth breathing during a cardio pulmonary resuscitation class.

Tuttle familiarizes new Soldiers with the unit's safety board and the proper uses of all safety equipment. The Soldiers also learn where all emergency equipment is located, such as fire extinguishers and the automated external defibrillator (AED), used for treating cardiac arrest.

The number one killer of Soldiers however, is vehicular accidents, so in addition to receiving classes on safe driving, Alpha Company conducts near monthly POV inspections. One week prior to any training holiday, 100 percent of the company's vehicles are thoroughly examined, and any deficiencies are noted on a checklist. This gives the service member one week's time to correct any unsafe problem with their vehicle.

Drinking and driving is the most revisited safety topic for the company (at least once a

month, and an initial briefing by the commander and first sergeant for newly arrived Soldiers). All Soldiers in the unit have a commander/first sergeant DUI card, which allows them the opportunity to call anyone in the chain of command at any time for a ride if they are inebriated, no questions asked.

An additional safety measure is ensuring that the company is 100 percent qualified in cardio pulmonary resuscitation throughout the year. Within the company, there are four American Red Cross certified instructors—Sgt. Stephen Warde, Sgt. Stuart Ransom, Sgt. Alexander White and Staff Sgt. David Barrentine. By always maintaining 100 percent CPR qualification within the unit, Alpha Company is constantly prepared with the proper lifesaving steps to respond to an emergency situation.

Through both knowledge in the prevention of accidents and the skills required to treat them, Alpha Company is continually addressing safety and maintaining a state of vigilance.



Sgt. Clayton Tuttle familiarizes new Soldier Pfc. Josef Vasquez with the safety board.

'Own the Edge'

Continued from page 5

"Safety is integrated into everything we do," Cuthbertson said. "It is not a separate program, and we don't treat it as such. Our goal is to apply risk management and mitigation into everything we do. We have been very fortunate because we have operated at an extremely high operational tempo for a traditional National Guard battalion and have had no major incidents. This is a direct result of leaders at all levels being safety aware and owning the edge."

The 53rd Signal Battalion (SATCON) has an entirely different set of safety challenges and has the unique additional challenge of administering and monitoring a program for sites spread around the globe. The nature

of the workplace requires that Soldiers in the battalion be acutely aware of the hazards of working around huge banks of electronic equipment and maintaining large, tall antennas.

"Safety is everybody's business," said 53rd Signal Battalion Commander, Lt. Col. Hae Sue Park. "Our operations centers are filled with high powered electrical equipment and electrocution presents the most dangerous aspect of the job. On every Operations Center equipment floor, we have installed electrocution safety kits to include automatic defibrillators. All of our Soldiers are trained to use this equipment," she added.

The battalion's safety program is doing well according to Park. Leaders at all levels are constantly analyzing the changing

conditions and modifying or updating safety related activities and passing the message to the Soldiers.

"My Soldiers are making safety a part of everyday life," Park said. "Risk assessments are key. The formal structure and the exercise of engaging in this process remind the individual of what they inherently know are the risks. Mitigation follows assessment and the day-to-day training and the operation of the sites is safe without being risk averse. Reminders are a good thing."

Army Chief of Staff, Gen. Peter J. Schoomaker has provided impetus and solid backing for the "Own the Edge" approach to risk assessment and mitigation in training and during operations.

"We can't afford to let this (safety) become a 'check the

box' requirement," Schoomaker said. "Leaders should take these broad agendas and translate them into specific tasks and objectives suitable for their unit and mission. This safety accountability focus at the leader level, and counseling to see that it is placed squarely into all officer and NCO development, is vital to preserving our most precious resource, the Soldier."

Echoing Schoomaker's initiative and supporting SMDC/ARSTRAT's commanding general, Lt. Gen. Larry Dodgen and his commitment to the program, Command Sgt. Maj. David Lady said, "Safety needs to be considered an Army value, it needs to be inherent in all that we do because it means completing the mission and bringing our Soldiers back safely from harm's way."

Alcohol safety awareness

By Sgt. William Valentin
Unit Reporter

SCHREIVER AIR FORCE BASE, Colo.

— When thinking about alcohol safety, some of the questions one might ask are: What is the legal blood alcohol content level in my state? Who is going to be the designated driver if I drink? How many drinks can I have before I am considered under the influence?

These are very important questions to know the answers to, but there are many preconceived notions about alcohol. Many of them are not good, but the problem most Soldiers think about may not be the only things on which they should be focusing. Putting it into words best is a quote from Brig. Gen. Joseph A. Smith, director of Army Safety.

“When Soldiers wake up each day, whether in combat, in training, or off duty, we want them to ask themselves one simple question: ‘What could take me out today?’ Some days it might be the enemy in Iraq or Afghanistan. Some days, like on a four-day weekend, it might be speed, fatigue or alcohol.”

Most people relate alcohol safety to driving. True, there is a very important relationship here because driving and alcohol together lead to the loss of many lives each year. Alcohol safety awareness should not be limited to drinking and driving.

On Dec. 25, a Soldier in Germany died from apparent excessive alcohol consumption from a party he attended the night before. How would any person in a leadership position feel if they were awakened on Christmas Day with a call saying, “We need you to come to the hospital. Your Soldier is here and overdosed on alcohol?” That is not the call anyone would want to receive about someone they know, nor would they want the Soldier who overdosed to be him- or herself. So what can be done?

- Soldiers should know their limit and stick to it or don’t drink alcohol at all;
- They should drink slowly. If they do, they are apt to drink less;
- They should eat when drinking; food helps to slow alcohol absorption;
- They should alternate an alcoholic beverage with a non-alcoholic one;
- They should not participate in drinking contests and games.

Soldiers should also be aware and think about the risks and consequences of drinking, including being arrested, getting sick or contracting a sexually transmitted disease. One incident of alcohol use could cause them to do something they will regret for the rest of their lives.

Whether or not Soldiers choose to drink, it is still important to know how those around them use alcohol. Soldiers do not have to drink to have fun. Leaders should encourage healthy and creative activities, set good examples, and if they choose to drink alcohol themselves, do so responsibly and moderately.

Remember that alcohol safety isn’t just limited to drinking and driving. Everyone should know his limit, stick with it, and know when not to drink at all.

SMDC/ARSTRAT lawyer recently elected as member of international space law entity

By Marco Morales
SMDC Public Affairs

An employee of the Command recently became a new member of the Paris, France-based International Institute of Space Law (IISL).

Thomas Perham, deputy command counsel for International Law, U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command, was notified Dec. 15 by a letter from Dr. N. Jasentuliyana of the IISL that he’d been selected to be a member of the organization.

“This organization, as far as I know, is probably the only worldwide entity dedicated to addressing and examining space law issues,” Perham said.

Individuals distinguished by their contributions to or proven interest in the field of space law or other social science aspects related to space activities, may be elected as members of the institute by the board of directors upon an application recommended in each case by a director, or by three members of the Institute which, in Perham’s case, was Dr. Paul Larsen, an adjunct professor of law at Georgetown University’s Law Center.

Perham attended a class from January 2005 through July 2005 on International Space Law at Georgetown University under the tutelage of Larsen. While in the class, Perham wrote a graduate-level paper titled, “Guarding the Heavens: Road to Peace,” that Larsen said was well-written. This also prompted the professor to nominate Perham, along with endorsement by two other members, as a new member of the IISL.

Perham reflected on having served in Germany a few years ago where access to research material is limited.

“One of the aspects I really enjoy about being in the U.S., as opposed to being overseas, is being able to write research papers,” Perham said. “It is a difficult



Thomas Perham

Photo by Marco Morales

thing to write research papers, but I really love it.”

Perham’s paper covers everything from a historical perspective of the space race to current U.S. policy for weapons in outer space to an alternate approach to protecting U.S. space assets and peaceful use of outer space. His paper will be compiled along with other similar ones, published, and made available to any international law library.

Perham said Larsen is considering asking Perham to be a guest lecturer on military space law sometime in the near future. An endorsement by the IISL also gives Perham additional access to legal expertise in support of the Command’s mission.

“The honor of having been endorsed into the IISL puts me in the network of being able to ‘reach out and touch’ some very eminent professors in different law schools whenever I have questions about space law and related subject matter,” he said.

Dell recalls batteries for laptop computers

Kwajalein Hourglass

According to an e-mail sent out by Kwajalein Range Services Information Technology department, Dell has issued a recall notice for certain batteries for their laptop computers. The batteries can overheat and become a fire risk.

According to the manufacturer, the batteries were sold between Oct. 5, 2004 through Oct. 13, 2005. The company said that a total of three cases of overheating were reported, which involved damage to tabletops and desktops. The batteries were sold in 18 notebook models of the Inspiron, Latitude, Precision and XPS Gen 2 series.

The recall covers the Latitude models D410, D505, D510, D600, D610, D800 and D810; the Inspiron models 510M, 600M, 6000, 8600, 9200, 9300 and XPS Gen 2 as well as the mobile workstations M20 and M70. According to Dell, the batteries in question came with notebooks, but were sold as optional secondary batteries for prices between \$99 and \$179 and were sent to customers as part of service calls.

Dell did not release a range of serial



numbers of the recalled batteries, but advised customers who could have bought a device with a defective battery to have the identification number ready when contacting Dell for a possible replacement.

The Web site of the U.S. Consumer Product Safety

Commission published images of the recalled batteries to assist Dell notebook owners to determine if their batteries are affected. According to Trish Wildfang, IT manager, people in possession of a government Dell laptop are requested to remove the battery and look for a white sticker that has an identification number. Once employees have that number, it should be e-mailed to IT and include both the identification number from the battery and also the model of the laptop so they can contact Dell and determine if the battery is included in the recall.

Wildfang also suggests all home users with Dell laptops check their personal computers and contact Dell to ensure safety. More information can be found at <https://www.dellbatteryprogram.com/>.

Civilian News

TSP percentage restrictions eliminated

Effective in January 2006, the percentage limitations for employee contributions to the Thrift Savings Plan were eliminated. As a result, during 2006 all TSP participants are eligible to contribute via payroll deduction a maximum of \$15,000 to their TSP accounts. Additional information can be found at <https://www.abc.army.mil/>.

TSP returns for G, F, C, S and I funds

Rates of return were updated on Feb. 3.

January 2006		Last 12 months (2/1 - 1/31/06)	
G Fund	0.36%	G Fund	4.48%
F Fund	0.09%	F Fund	1.91%
C Fund	2.66%	C Fund	10.40%
S Fund	6.70%	S Fund	22.00%
I Fund	6.14%	I Fund	22.91%

New per diem rates announced

The General Services Administration announced new per diem rates in the Jan. 23 issue of the Federal Register. Specifically, the per diem rates are changing for: for the District of Columbia, Arizona, California, Colorado, Florida, Illinois, Maine, Maryland, Michigan, Minnesota, Montana, Nevada, New Mexico, Tennessee and Texas. The new per diem rates apply to travel performed on or after Feb. 1, 2006. The per diem rates can be found at www.gsa.gov/perdiem. For further information, contact Patrick McConnell, Office of Governmentwide Policy, Travel Management Policy, at (202) 501-2362.

DoD bone marrow drives coming

The Department of Defense, in preparation for the increased threat of nuclear, biological and chemical warfare attacks, has devised countermeasures to be ready for such an attack. The DoD is sponsoring world-wide bone marrow drives on military installations that will help treat victims of nuclear, biological or chemical attacks. Bone marrow donor registries are in constant need of donors. The process is very simple, and no longer requires a blood sample. Mouth swabs are obtained to get DNA, making the process easier and quicker. It only takes about five minutes to complete the process. Donors fill out a short form on medical and ethnic backgrounds making it easier to find matches for those in need of a donor.

Postmasters Benefit Plan participants turn to Blue Cross Blue Shield

On Jan. 23, the Office of Personnel Management announced the Postmasters Benefit Plan offered to federal employees under the Federal Employees Health Benefits Program would be dropped. It had nearly 8,000 participants. OPM said the 6,000 retirees and annuitants enrolled in the PBP were transferred into the Blue Cross Blue Shield Service Benefit Plan Standard option within 24 hours of OPM's announcement regarding PBP. The remaining enrollees, nearly 2,000 active federal employees, were enrolled into BCBS the next day. OPM is providing an FEHB Open Season during February so those affected will be able to choose from all available FEHB plans as they would during regular Open Season. "The special Open Season will be held expressly for those who were impacted and would prefer to make another choice," said OPM Director Linda Springer.

Implementation of NSPS delayed

Implementation of the Department of Defense National Security Personnel System (NSPS) has been delayed. The delay is the result of re-engineering of the Performance Management portion of the proposed system. The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (CONUS) will no longer convert under Spiral 1.1, but will be part of the Spiral 1.2 implementation group. Spiral 1.2 is tentatively scheduled to deploy in October 2006. As additional information develops, it will be posted on the SMDC/ARSTRAT CommandNet under "NSPS."

Military News

Improved benefits for service members

The 2006 National Defense Authorization Act signed into law on Jan. 6 provides enhanced benefits for service members, the Department of Defense stated. Maximum enlistment bonuses were raised from \$20,000 to \$40,000, and re-enlistment bonus ceilings were raised from \$60,000 to \$90,000. The bill also authorizes an average 5.9 percent increase in housing allowances, including authority to temporarily increase rates by 20 percent in response to natural disasters or troop surges from force realignments. Other changes include:

- Bonuses of up to \$2,500 for service members who agree to transfer from one service to another for at least three years;
- Payment of premiums for the \$150,000 service members' Group Life Insurance policy for troops serving in Operations Iraqi and Enduring Freedom; and
- Full housing allowance payments for reservists activated for more than 30 days.

More information on military pay and benefits can be found at www.defenselink.mil/militarypay/.

New online military records request

The National Personnel Records Center is working to make it easier for veterans with computers and Internet access to get copies of documents from their military files. Military veterans and the next of kin of deceased former military members may now use a new online military personnel records system to request documents, including Discharge Documents DD 214. Because the requester will be asked to supply all information essential for NPRC to process the request, delays that normally occur will be minimized. The new Web-based application was designed to provide better service on these requests by eliminating the records center's mailroom processing time. Former military personnel and their dependents can get more information at <http://www.archives.gov/veterans/military-service-records/get-service-records.html>.

Army protective gear reimbursement

Soldiers may now file claims and receive reimbursement for protective equipment privately purchased between Sept. 11, 2001, and April 2, 2005. The reimbursement is for service members who weren't issued equivalent equipment prior to deployment in OPERATIONS NOBLE EAGLE, ENDURING FREEDOM or IRAQI FREEDOM. The Army began reimbursing Soldiers Nov. 21 up to \$1,100 for any single item such as protective body armor, combat helmets, ballistic eye protection, hydration systems, summer weight gloves, and knee and elbow pads. A Soldier may be reimbursed for the purchase of a complete outer tactical vest, or for the separately purchased components of an OTV, to include Small Arms Protective Insert plates, according to the U.S. Army Claims Service. Claimants can download a printable DD Form 2902 at <http://www.jagcnet.army.mil> under "Client Services and Links," or call (301) 677-7009 ext. 431 for additional information. All claims must be filed by Oct. 3, 2006. More information can be found at <http://www.military.com/features/0,15240,85396,00.html>.

Procedural guidance for safety requirements impacting OER and NCOER support forms

The Army Chief of Staff and Sergeant Major of the Army are reinforcing current and future safety programs by requiring that all rated officers, noncommissioned officers and rating officials incorporate safety into their evaluation support forms, developmental support forms and NCOER counseling checklist/records for consideration by rating officials in final evaluation assessments. This requirement will be closely scrutinized by the chain of command during oversight of their subordinate counseling sessions. Effective immediately, all raters, senior raters and rated Soldiers will revise their DA Form 67-9-1 (OER Support Form), 67-9-1a (Developmental Support Form), and 2166-8-1 (NCO counseling checklist/record) to reflect objectives and tasks supporting their safety programs and plans. This applies to all three components.

Awards/Promotions

Civilian Promotions

Jack Boswell, Huntsville, Deputy Chief of Staff, Engineer, Environmental Division
Theresa B. Gopher, Huntsville, Resource Management, G-8, Program and Policy Division
Mario Ares, Huntsville, Research, Development and Acquisition Office
Timothy L. Smith, Huntsville, Technical Center, Test and Evaluation Directorate
Tiffany W. Torres, Huntsville, Technical Center, Test and Evaluation Directorate

Military Promotions

Spc. David Blotter, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Sgt. Brian Golden, Camp Roberts, Calif., 53rd Signal Battalion (SATCON), D Company
Sgt. Justin Jacobsen, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. 1st Class Jeremy Jones, Colorado Springs, 1st Space Battalion
Sgt. 1st Class Mark Lopez, Fort Bliss, Texas, 1st Space Battalion, 1st Space Company, B Detachment

On-the-Spot Cash Awards

Douglas E. Burdettte, Huntsville, Technical Center, Space Division
Douglas E. Engle, Huntsville, Technical Center, Interceptor Division
Anne P. Greene, Kwajalein Atoll/Reagan Test Site, Office of the Garrison Commander/Office of the Deputy Garrison Commander
Yvonne S. Hampton, Huntsville, Resource Management, G-8, Accounting Division
Wheeler K. Hardy, Huntsville, Technical Center, Directed Energy Division
Kyle J. Holdmeyer, Huntsville, Technical Center, Directed Energy Division
Douglas B. Hoskins, Kwajalein Atoll/Reagan Test Site, Ronald Reagan Ballistic Missile Defense
Janice S. Jean, Huntsville, Technical Center, Directed Energy Division
Ricky A. Judy, Huntsville, Technical Center, Space Division
Bernard L. Kerstiens, Huntsville, Technical Center, Space Division
Michael M. Lee, Huntsville, Technical Center, Space Division
Michael D. Lundberg, Kwajalein Atoll/Reagan Test Site, Ronald Reagan Ballistic Missile Defense
Thomas W. Miller, Kwajalein Atoll/Reagan Test Site, Ronald Reagan Ballistic Missile Defense
Birtha H. Otey, Huntsville, Technical Center, Directed Energy Division
Carolyn S. Randles, Huntsville, Technical Center, Space Division
Martin L. Sargent, Huntsville, Technical Center, Interceptor Division
Dennis L. Simpson, Kwajalein Atoll/Reagan Test Site, Ronald Reagan Ballistic Missile Defense
Joseph F. Stiene, Huntsville, Technical Center, Space Division
Gregory T. Trammell, Huntsville, Technical Center, Directed Energy Division

Time-Off Awards

Victoria R. Binford, Huntsville, Contracting and Acquisition Management Office, Division K
Franklin R. Bowles, Huntsville, Technical Center, Lethality Division
Yvonne M. Crutcher, Huntsville, Technical Interoperability and Matrix Center
Jerry L. Everett, Huntsville, Deputy Chief of Staff, Engineer, Construction Branch
Weldon H. Hill, Huntsville, Deputy Chief of Staff, Engineer, Operations Branch
Cheryl A. Humbolt, Huntsville, Technical Center, Safety Office
Nancy W. Jones, Huntsville, Deputy Chief of Staff, Engineer, Construction Branch
Michael H. Kempner-Strehlow, Huntsville, Deputy Chief of Staff, Engineer, Operations Branch
William R. Mull, Huntsville, Deputy Chief of Staff, Engineer, Operations Branch
Albert L. Pardue, Huntsville, Technical Center, Lethality Division

Special Act Awards

Sandra C. Brock, Huntsville, Resource Management, G-8, Program Support Division
Janice M. Christopher, Huntsville, Resource Management, G-8, Program Support Division
James D. Deaton, Huntsville, Technical Center, Matrix
Susan V. Drennan, Huntsville, Resource Management, G-8, Accounting Division
Tyrus R. Edwards, Huntsville, Resource Management, G-8, Accounting Division
Almeida A. Green, Huntsville, Resource Management, G-8, Program Support Division
Beverly Vadasy Harbin, Huntsville, Technical Center, MDA Matrix
Hudson D. Harris, Huntsville, Technical Center, Test and Evaluation Directorate, BMD System Test Division
John C. Henderson, Huntsville, Technical Center, GMD Matrix
Russell C. Hutcherson, Huntsville, Technical Center, GMD Matrix
Doris H. Ingram, Huntsville, Resource Management, G-8, Program Support Division
Paula T. Kennedy, Huntsville, Resource Management, G-8, Program Support Division
Molly I. Krisher, Huntsville, Resource Management, G-8, Program Support Division
Mark T. Little, Huntsville, Technical Interoperability and Matrix Center, Matrix
Thomas B. McAlpin, Huntsville, Technical Center, Test and Evaluation Directorate, BMD System Test Division
Timothy W. McDonald, Colorado Springs, G-6, Consolidated Wideband SSE and Transformational Communications
David C. Moore, Huntsville, Technical Center, Test and Evaluation Directorate, Data Analysis Division
Richard A. Mullowney, Huntsville, Resource Management, G-8, Accounting Division
Catrina L. Murry, Huntsville, Resource Management, G-8, Program Support Division

Cynthia A. Nelson, Huntsville, Resource Management, G-8, Program and Policy Division
Kay H. New, Huntsville, Resource Management, G-8, Program Support Division
Rhonda M. Norris, Huntsville, Resource Management, G-8, Program and Policy Division
Daniel A. Peterson, Huntsville, Technical Interoperability and Matrix Center, PEOMS Matrix
Edward A. Sangalang, Huntsville, Resource Management, G-8, Program Support Division
So Hui Smith, Huntsville, Technical Center, Matrix
Sharon P. Upton, Huntsville, Technical Center, Test and Evaluation Directorate, BMD System Test Division
Jeremiah D. Wesley, Huntsville, Resource Management, G-8, Program Support Division
Scott J. Wilson, Huntsville, Test and Evaluation Directorate, BMD System Test Division

Length of Service

15 Years

Steven Brozo, Colorado Springs, G-6, Consolidated Wideband SSE and Transformational Communications
Jeffery Compton, Kwajalein Atoll/Reagan Test Site, Office of the Garrison Commander/Office of the Deputy Garrison Commander
Sayed Hamidi, Huntsville, Technical Center, GMD Matrix

20 Years

Granville Anderson, Huntsville, Technical Center, Test and Evaluation Directorate, BMD System Test Division
Kelly Helser, Huntsville, Technical Center, Interceptor Division

25 Years

Beverly Atkinson, Huntsville, Technical Center, GMD Matrix
Norma Jenkins, Colorado Springs, Intelligence, G-2, Operations and Plans Division
Freddy Killen, Huntsville, Chief Information Office, Automation Division
Joseph Klevorn, Huntsville, Technical Center, Safety Office
Patricia Ward, Huntsville, Resource Management, G-8, Force Structure Division

30 Years

Phyllis Poyhonen, Colorado Springs, Contracting and Acquisition Management Office, Operations

35 Years

Milton Boutte, Kirtland Air Force Base, N.M., 1st Space Battalion
Michael Lavan, Huntsville, Technical Center, Technology Directorate
Michael Schexnayder, Huntsville, Deputy to the Commander for Research, Development and Acquisition

1st Space Brigade hails new Soldiers

By Master Sgt. Dennis E. Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Col. Kurt Story, commander of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command's (USASMDC/ARSTRAT) 1st Space Brigade gave a newcomers' briefing to the largest group of Soldiers to ever report for duty to the brigade.

Sixteen Soldiers arrived to SMDC/ARSTRAT's 1st Space Brigade, some having just finished schools; some arriving from Germany, Kuwait, Korea or parts of the continental United States; a few from the local area of Denver, Cheyenne Mountain and Fort Carson and one new Soldier recently came to the Army after a stint in the Air Force. Their jobs will take them throughout the Brigade to positions in the 53rd Signal Battalion (SATCON), the G-6, and the 1st Space Battalion. Although there were a few officers, the majority of the new members of the command are junior enlisted and noncommissioned officers.

During the brief, Story gave them the history of the brigade, through its provisional "standing up," and its existence as a Table of Distribution and Allowance unit, to becoming a Military Table of Organizational Equipment. Under the provisions of the TDA, allowance for the development of a non-doctrinal unit for which a TOE does not exist was made. TDAs are needed for 'unique' units. They form the blueprint for the mission, organizational structure, personnel and equipment requirements, and authorizations. A TDA's requirements are based on manpower surveys, desk audits and other methods to determine workload requirements and are the first step in becoming a TOE unit. The next step to becoming an MTOE is to develop from a doctrinal basis and prescribing the organization, personnel, equipment requirements and authorizations to perform a wartime mission. Under the provisions of an MTOE unit, the Brigade now has the ability to fill slots and build up its equipment for the Soldiers to utilize in their wartime missions.

When the brigade first organized, there were very few younger enlisted Soldiers. Most were seasoned officers. Now the ranks are filling, and there will be up to 70 Soldiers arriving throughout the next few months.



Photo by Master Sgt. Dennis E. Beebe

Col. Kurt Story, 1st Space Brigade commander, poses with 16 new members of the 1st Space Brigade. This is the largest number of new Soldiers ever to report at one time in the history of the brigade.

Story continued to encourage the new Soldiers to "become a sponge, get smart on our mission and cross reference with others in the command to find out how the unit operates as a whole entity to accomplish the mission." This unit is unique in the Army as it relies on integrating the National Guard and Reserve to accomplish its worldwide mission.

The Brigade is globally dispersed and is a 'one-of-a-kind' organization, having the only Space Brigade, the only Space Battalion, the only Satellite Control Battalion and the only National Guard Space Battalion in the entire Army, which all function together to provide "Space to Mud" products and services to the warfighter on the ground.

Story also introduced the leadership philosophy of Lt. Gen. Larry J. Dodgen, SMDC/ARSTRAT's commanding general: #1 - Readiness, #2 - Make sure everybody counts, #3 - Supervisors make the hard calls, #4 - Have a "power down" structure, #5 - Be good stewards of everybody's areas and equipment, and #6 - Have fun.

Story went on further to give his own philosophy of training to the new Soldiers starting with the Mission Essential Task List, to taking care of Soldiers, maintaining their equipment and

facilities, empowering their subordinates, treating others with dignity and respect, and having a doctrine of "no surprises." Story further stated that he would back his people if they made honest mistakes in pursuit of excellence, but there was a limit to his patience for doing things that a Soldier knows is wrong, such as driving while intoxicated or shoplifting.

Story further emphasized the need to keep safety in the front of everyone's minds. "We have the best and most advanced off-the-shelf equipment available to do our jobs. We are working in one of the nicest buildings the Army has available, and we have a very nice environment around us here at Peterson Air Force Base. We also are highly visible to these neighbors, so we must ensure we represent the Army in the best ways possible. We cannot become complacent and hurt ourselves or our equipment. We need to think through our actions before we act, and do the right thing at the right time.

"I expect each Soldier to strive for continuous improvement, to have a positive attitude, and to have dedication and a sense of responsibility. I want you to develop, train and counsel subordinates, be aggressive in performance of duties, and keep high moral standards," Story said.

Colonel receives Legion of Merit award

Col. Patrick H. Rayermann, who served as the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command deputy chief of staff for operations and plans from June 25, 2003, to June 30, 2005, received a Legion of Merit award from Commanding General, Lt. Gen. Larry J. Dodgen. Rayermann was awarded the LOM for "the highest level of professionalism, leadership and operations expertise while serving as an inspiration to subordinates and peers alike" while fulfilling his duties as SMDC's G-3. Rayermann said it had been fun and exciting to do his job. "It was all team work, we worked as a team. It was a tremendous privilege," he said after the presentation. Although Rayermann left SMDC/ARSTRAT at the end of June 2005, he asked that the award ceremony be postponed until Dodgen could be scheduled for the presentation. The ceremony was conducted Jan. 19. In July 2005, Rayermann went to the Department of the Army G-3 and now serves as the chief of the space and missile defense division. He said the job he now has is not quite as exciting or demanding as was his time serving as the SMDC G-3, something he misses.



Photo by Diane Schumacher

Col. Patrick H. Rayermann gets the Legion of Merit medal pinned on by Lt. Gen. Larry J. Dodgen, commanding general for SMDC/ARSTRAT.

Built and powered by GMD Soldiers
‘Interceptor’ sled competes in SnoFest’s Cardboard Derby

By Majors Laura Kenney
and Hector Valle, 100th GMD

COLORADO SPRINGS, Colo. — SnoFest, a winter sports extravaganza held exclusively for the military every year by Keystone Ski Resort, focuses largely on skiing and snowboarding. But another event, the hugely popular Cardboard Derby, drew the attention and participation of a crew from the 100th Missile Defense Brigade (Ground-based Midcourse Defense). The contest’s rules call for teams to construct original snow vehicles with which to race, and the GMD team chose to model their craft into a facsimile of the unit’s centerpiece, a ground-based interceptor.

The “Interceptor,” or “The Demolisher” as the vehicle was affectionately called, was constructed entirely of cardboard, tape, paint and rope in the garage of one of the team members. The team, comprised of 1st Sgt. Herbert



Photo by Maj. Hector Valle

Sgt. 1st Class Richard Mach painstakingly puts together a mock ‘interceptor’ to be used as a sled of sorts for the annual SnoFest Cardboard Derby. He and two teammates spent over 200 man-hours constructing the colossus.

Rodriguez, Maj. Hector Valle and Sgt. 1st Class Richard Mach, dedicated over 200 man-hours to their project, which carried with it the hopes of the 100th.

The final product made

everyone proud and was transported on a trailer to the slopes at Keystone on Jan. 28. The event had various categories to include singles, family and organizations. Each category had well over a dozen

entries, with most military organizations in the Colorado Springs area participating in the event.

The GMD Brigade Crew went down the slopes against one of the fastest entries in the competition (from Schriever Air Force Base), and then experienced a malfunction on the steering and guidance mechanism halfway through the run, resulting in loss of control, as well as the race.

“We were doing great, all three of us packed inside, when about halfway down, the tail end swung around 180 degrees. Someone corrected us, but it happened again, and we ended up going down the mountain backwards for the most part. I finally got out and pushed, so we made it to target but didn’t win. It was a blast, though,” said Mach, who’d stayed up the entire previous night painting the vehicle by hand after his paint gun self-destructed.

The crew learned from the experience and intends to correct the malfunctions on the vehicle to make it a sure first-place win for next year’s SnoFest.



Photo by Charo de Leon

The “might” of the 100th MDB (GMD) entry into SnoFest’s Cardboard Derby is evident, as it rests next to puny rivals at the start point of the race. Sadly, its doughty size was of no avail, as it suffered a mishap during its slide down the mountain.

Phase II begins to take shape

The second phase of the Von Braun Complex construction project on Redstone Arsenal, Ala., begins to take shape. The project, which began Oct. 11, will eventually become home to the Missile Defense Agency Center. It will contain approximately 234,000 square feet and house nearly 1,000 employees. The contract was awarded to Turner Universal Construction Company Inc. of Huntsville, Ala., for more than \$30 million. The scheduled completion date is May 2007.



Oct. 11, 2005

Photo by William Congo



Jan. 19, 2006

Photo by Dottie White



Feb. 7, 2006

Photo by Dottie White



Jan. 31, 2006

Photo by Dottie White